BUSINESS PLAN 2017–20
Advanced Education

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of March 3, 2017.

original signed by

Marlin Schmidt, Minister

MINISTRY OVERVIEW

The ministry consists of the Department of Advanced Education, the Access to the Future Fund and the board-governed, public post-secondary institutions.

The following councils, agencies, boards and commissions provide advice to the minister: the Alberta Council on Admissions and Transfer, the Campus Alberta Quality Council, and the Alberta Apprenticeship and Industry Training Board.

Advanced Education is responsible for Alberta's adult learning system. The ministry funds public post-secondary institutions and other adult learning providers, approves programs of study, and supports academic research and innovation. It also certifies apprentices and provides financial aid to help learners pursue studies ranging from foundational learning to advanced degrees. By building strategic partnerships and leveraging investment, the ministry prepares Albertans for lifelong success through education and training so they can contribute to building a diversified economy and vibrant, healthy communities.

A detailed description of Advanced Education and its programs, services and initiatives is available at www.advancededucation.alberta.ca.

STRATEGIC CONTEXT

The outcomes and key strategies identified in this business plan are aligned with the strategic direction of the Government of Alberta.

As Alberta faces challenges associated with changing demographic and economic conditions, Advanced Education remains committed to ensuring access to an affordable, high-quality adult education system that is accountable and coordinated. The ministry also supports the Government of Alberta's strategic priorities in a number of areas, including implementation of the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples, climate change, review of agencies, boards and commissions, and public sector transparency.

The following issues, trends, opportunities and challenges provide a strategic overview of the environment within which Advanced Education operates.

Adult education enables all Albertans to develop the skills they need to succeed

Government is working to ensure every Albertan is prepared with the knowledge and skills needed to contribute and succeed in our changing society and economy. Advanced Education works with adult learning providers to ensure access to a wide range of learning options, from foundational learning to advanced degrees. In the classroom, online, or in work-integrated experiences, individuals can participate in programming and transition between providers and programs across the province. To support students along their chosen educational pathway, the ministry also provides scholarships, awards, grants and loans. Access to affordable and high-quality education enables Albertans to achieve personal, career, family and community goals.

Adult education drives a resilient, responsive and diversified economy

A well-educated and skilled population is essential to strengthening and diversifying Alberta's economy. Advanced Education works with partner ministries such as Economic Development and Trade, Labour, Education, and Health, as well as employers, industry, regulatory bodies and other jurisdictions to meet workforce needs. The ministry continues to strengthen collaboration through strategic partnerships to leverage investment and achieve desired outcomes.

Adult learning providers in all regions of the province help develop talented, creative, adaptive and entrepreneurial individuals who contribute to economic responsiveness and prosperity. Alberta's post-secondary institutions help drive innovation and discovery. Colleges, universities and polytechnics fortify the economy by providing employment, supporting startup enterprises, serving as community hubs, and strengthening local, provincial and global connections. Post-secondary institutions also attract internationally recognized researchers who generate and commercialize knowledge that will drive the economy of the future.

Adult education helps build vibrant and inclusive communities

Adult education plays a key role in Alberta's vibrant social fabric; it strengthens individual resiliency, increases civic participation, enhances job satisfaction, and contributes to better health and quality of life. Adult learning providers, including colleges, universities and polytechnics, function as information and social hubs, providing a crucial link between individuals, government, businesses and community organizations.

Advanced Education is committed to creating opportunities for all Albertans regardless of social and economic background. The ministry's commitments include supporting the implementation of the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada, as well as institution-level initiatives to promote student mental health and address sexual violence.

The adult education system demonstrates governance excellence

Advanced Education is committed to providing high-quality adult education through an accountable and coordinated system, and actively promotes governance excellence. An open, transparent and competency-based process is used to recruit and appoint Board members to ensure that Advanced Education's public agencies reflect Alberta's diversity. The ministry continues to increase transparency and consistency in the adult learning system by strengthening grants management, program guidelines, and enterprise risk management. Advanced Education works in partnership with students, education providers, employers and communities to ensure Albertans are getting the best education and training available.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: Adult learning opportunities are accessible and affordable for all Albertans

Advanced Education is committed to working with learners, post-secondary institutions, other learning providers, employers and system stakeholders to ensure Albertans have access to a full range of adult learning opportunities across the province. This is accomplished by meeting the diverse needs of learners, reducing barriers to learning and supporting access for all Albertans to engage in lifelong learning.

Key Strategies:

1.1 Enhance Albertans' access to post-secondary education by improving transitions from high school and adult foundational programming.

1.2 Ensure the effectiveness of programs to assist apprentices to progress in their training.

1.3 Collaborate with Alberta's Indigenous peoples and adult learning providers to improve Indigenous educational outcomes.

1.4 Provide stable and predictable funding to the post-secondary system.

1.5 Enhance affordability by reviewing post-secondary system resourcing, tuition and fees.

1.6 Improve the responsiveness of student financial supports to help Albertans benefit from adult learning opportunities.

Performance Measures	Last Actual 2016	Target 2017-18	Target 2018-19	Target 2019-20
1.a Percentage of students entering post-secondary programs (including apprenticeship) within ten years of entering grade 10	71%	70%+	70%+	70%+
1.b Percentage of recent post-secondary graduates who state that their program was worth the financial cost (biennial survey)	83%	n/a	85%+	n/a

Linking Performance Measures to Outcomes:

1.a Identifies the percentage of students who have entered into post-secondary programs (including apprenticeship) within ten years of entering grade 10. This is an indication of the extent to which the post-secondary education system is an accessible and affordable option for students.

1.b Identifies how satisfied graduates are with the value provided by their investment in post-secondary education.

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
1.a Total enrolment at publicly funded post-secondary institutions (individuals, full and part-time)	268,835 (2011-12)	272,730 (2012-13)	265,610 (2013-14)	263,100 (2014-15)
1.b Apprenticeship technical training seats offered[1]	29,106 (2012-13)	32,235 (2013-14)	35,195 (2014-15)	35,969 (2015-16)
1.c Percentage of Albertans aged 18 to 34 participating in post-secondary education	17% (2012)	17% (2013)	17% (2014)	17% (2015)

Note:

[1] The number of technical training seats offered for apprentices is negotiated with apprenticeship training providers prior to the start of the academic year and is adjusted during the year based on demand. Due to this adjustment, results are not directly comparable with Advanced Education's previous business plans and annual reports.

Outcome Two: High-quality education, training and research make a positive contribution to Alberta's economy, society, culture and environment

Through high-quality education and training, Albertans build the knowledge, skills and competencies needed to achieve their goals, support their families, serve their communities and adapt in an interconnected and rapidly changing world. Alberta's post-secondary system is nationally and internationally recognized. Post-secondary graduates play a key role in diversifying the province's economy, bettering society and tackling complex cultural and environmental challenges.

Key Strategies:

2.1 Invest in high-quality education and training programs and facilities to enhance the student experience.

2.2 Support the delivery of digitally-enabled learning models to meet students' current and emerging needs.

2.3 Improve information sharing and the ministry's analysis and use of data to support a learner-centered adult learning system.

2.4 Promote post-secondary institutions as innovation catalysts that help drive Alberta's economic development, social prosperity and environmental stewardship, in alignment with cross-ministry initiatives.

2.5 Support post-secondary institutions in fostering healthy and safe campuses and communities through initiatives related to mental health and the prevention of addiction and sexual violence.

Performance Measures	Last Actual 2016	Target 2017-18	Target 2018-19	Target 2019-20
2.a Satisfaction of recent post-secondary graduates with the overall quality of their educational experience (biennial survey)	92%	n/a	90%+	n/a
2.b Satisfaction of recent apprenticeship graduates with:				
• on-the-job training (biennial survey)	93%	90%+	n/a	90%+
• technical training (biennial survey)	94%	90%+	n/a	90%+

Linking Performance Measures to Outcomes:

2.a Identifies how satisfied graduates from Alberta's post-secondary programs are with the quality of their educational experience.

2.b Identifies how satisfied apprenticeship graduates are with the quality of their apprenticeship and industry training.

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
2.a Percentage of clients reporting they are either employed or in further education or training after leaving a skills training program[1]	72% (2012)	75% (2013)	74% (2014)	70% (2015)
2.b Sponsored research revenue attracted by Alberta's comprehensive academic and research institutions ($ millions)[2]	759.6 (2011-12)	767.8 (2012-13)	811.0 (2013-14)	851.2 (2014-15)

Notes:

[1] To improve service delivery on employment, learning and training, programs and services were realigned among the ministries of Advanced Education, Labour and Community and Social Services (formerly known as Human Services). The responsibility and oversight of foundational skills training transferred from Community and Social Services to Advanced Education in April 2016. Although the results for this indicator provide valuable context, they do not reflect the transition or realignment of programs. Results from 2015 are based on approximately 1,981 clients who were surveyed by Community and Social Services. Advanced Education is exploring options with partner ministries on improving the methodology to include only the programs delivered by this ministry.

[2] Alberta's comprehensive academic and research institutions are able to leverage the base operating grant commitment and infrastructure investments of Advanced Education to attract leading researchers and additional funding from non-Government of Alberta sources in support of research and innovation activities. Provincial funding, along with additional funding from other sources, supports globally competitive research excellence that focuses on our key strengths in health, agriculture, forestry, energy and the environment, and contributes to a broadened economic base; healthy, resilient communities; and effective resource and environmental management. Demonstrating achievement in these areas contributes to Alberta's sustainable prosperity.

Outcome Three: The adult learning system is accountable and coordinated

Advanced Education provides oversight to the adult learning system to ensure that post-secondary institution boards and other agencies for which the Minister is responsible demonstrate governance excellence. This oversight is demonstrated by implementing an open, transparent and competency-based recruitment process for the ministry's public agencies. Effective oversight provides direction to the adult learning system and verifies that processes and systems are working well to achieve approved mandates and manage risks. A coordinated adult learning system is accountable for collaborating strategically and providing learning opportunities across a spectrum of programs and services.

Key Strategies:

3.1 Review Advanced Education's agencies, boards and commissions to ensure relevance, efficiency, effectiveness and best practices.

3.2 Articulate the oversight role of government and the individual and collective mandates of post-secondary institutions.

3.3 Support robust accountability for the department and the system.

3.4 Enhance Albertans' ability to transfer efficiently between providers and programs in a coordinated adult learning system.

3.5 Support pan-Canadian initiatives to improve apprenticeship program alignment and apprentice mobility.

Performance Measure	Last Actual 2016	Target 2017-18	Target 2018-19	Target 2019-20
3.a Percentage of post-secondary transfer graduates satisfied with the transfer credit they received (biennial survey)	89%	n/a	90%+	n/a

Linking Performance Measures to Outcomes:

3.a Identifies how satisfied graduates are with transfer credit between post-secondary institutions. Also indicates, from a learner perspective, the extent to which adult learning opportunities are coordinated between institutions and programs.

RISKS TO ACHIEVING OUTCOMES

A number of risks impact the ministry's ability to achieve the outcomes identified in this business plan. All identified risks are managed by Advanced Education according to Government of Alberta standards for enterprise risk management.

- **System responsiveness.** Alberta's economy is affected by complex economic, social, cultural and environmental factors that lead to pressures on the adult learning system to respond. Adult learning providers face challenges such as enrolments that fluctuate by regions, populations and fields of study, combined with rapidly shifting labour market needs. To address these challenges, Advanced Education will

foster strategic partnerships and use a comprehensive approach to achieve desired system outcomes using data and information. Enhancing the ministry's ability to analyze data will support the goal of a learner-centered and transparent adult learning system.

- **Foundational skills.** Albertans who further develop their foundational skills are better able to participate in community life, find meaningful employment and pursue further learning. Increasing demand for literacy and essential skills training has been accompanied by a need for greater learner supports. Advanced Education continues to work on integrating foundational skills programs into the ministry, in addition to being a part of cross-ministry work in strategic planning of future directions for education, training, and employment programs and services.
- **Needs of Indigenous learners.** Post-secondary participation and completion rates for Indigenous learners continue to be a challenge. The ministry is committed to supporting the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada. Advanced Education will continue to work with Indigenous, provincial and federal partners, and the adult learning system to improve Indigenous Albertans' educational and social outcomes.

STATEMENT OF OPERATIONS

(thousands of dollars)	Comparable					
	2015-16 Actual	2016-17 Budget	2016-17 Forecast	**2017-18 Estimate**	2018-19 Target	2019-20 Target
REVENUE						
Internal Government Transfers	319,784	535,165	534,664	**512,311**	512,314	507,317
Transfer from Alberta Heritage Scholarship Fund	49,011	46,699	51,099	**51,099**	51,099	51,099
Transfers from Government of Canada	301,577	397,761	397,761	**371,517**	388,376	401,555
Labour Market Development	81,775	86,294	90,260	**87,134**	80,756	80,756
Investment Income	202,532	189,750	189,750	**181,985**	194,771	202,712
Premiums, Fees and Licences	7,837	5,655	5,655	**4,855**	4,355	4,055
Tuition and Non-Credit Courses	1,157,663	1,157,188	1,157,188	**1,222,908**	1,252,057	1,279,629
Donations, Grants and Contributions	402,564	322,400	322,400	**327,574**	337,309	341,145
Loss from Government Business Enterprises	(3,675)	-	-	**-**	-	-
Sales, Rentals and Services	584,660	622,238	622,238	**618,845**	640,427	651,459
Other Revenue	87,318	60,684	60,904	**71,631**	72,281	73,046
Ministry Total	3,191,046	3,423,834	3,431,919	**3,449,859**	3,533,745	3,592,773
Inter-Ministry Consolidations	(610,675)	(582,164)	(586,283)	**(563,524)**	(563,413)	(558,416)
Consolidated Total	2,580,371	2,841,670	2,845,636	**2,886,335**	2,970,332	3,034,357
EXPENSE						
Ministry Support Services	33,233	28,239	26,239	**27,040**	27,571	28,664
Support for Adult Learning	74,284	80,443	80,443	**81,634**	83,367	87,304
Apprenticeship Delivery	42,639	43,067	38,167	**46,372**	47,648	49,962
Student Aid	209,901	239,793	257,393	**251,937**	254,546	260,188
Foundational Learning Supports	75,182	82,690	86,656	**84,787**	78,412	81,552
Alberta Centennial Education Savings Plan	13,533	-	-	**-**	-	-
Post-Secondary Operations	5,321,052	5,485,031	5,447,031	**5,599,237**	5,718,690	5,833,084
Post-Secondary Debt Servicing	40,544	43,241	39,707	**40,664**	42,344	45,515
Post-Secondary Pension Provision	18,692	(8,129)	(8,129)	**(15,178)**	(18,488)	(22,000)
Ministry Total	5,829,060	5,994,375	5,967,507	**6,116,493**	6,234,090	6,364,269
Inter-Ministry Consolidations	(67,899)	(57,800)	(57,800)	**(57,474)**	(57,360)	(57,360)
Consolidated Total	5,761,161	5,936,575	5,909,707	**6,059,019**	6,176,730	6,306,909
Net Operating Result	(3,180,790)	(3,094,905)	(3,064,071)	**(3,172,684)**	(3,206,398)	(3,272,552)
CAPITAL INVESTMENT						
Ministry Support Services	696	1,015	1,015	**1,015**	1,015	1,015
Support for Adult Learning	483	-	-	**-**	-	-
Apprenticeship Delivery	1,724	660	5,560	**660**	660	660
Student Aid	1,104	2,299	2,299	**2,299**	2,299	2,299
Post-Secondary Infrastructure	763,007	962,409	1,047,621	**1,047,121**	763,557	681,114
Ministry Total	767,014	966,383	1,056,495	**1,051,095**	767,531	685,088
Consolidated Total	767,014	966,383	1,056,495	**1,051,095**	767,531	685,088